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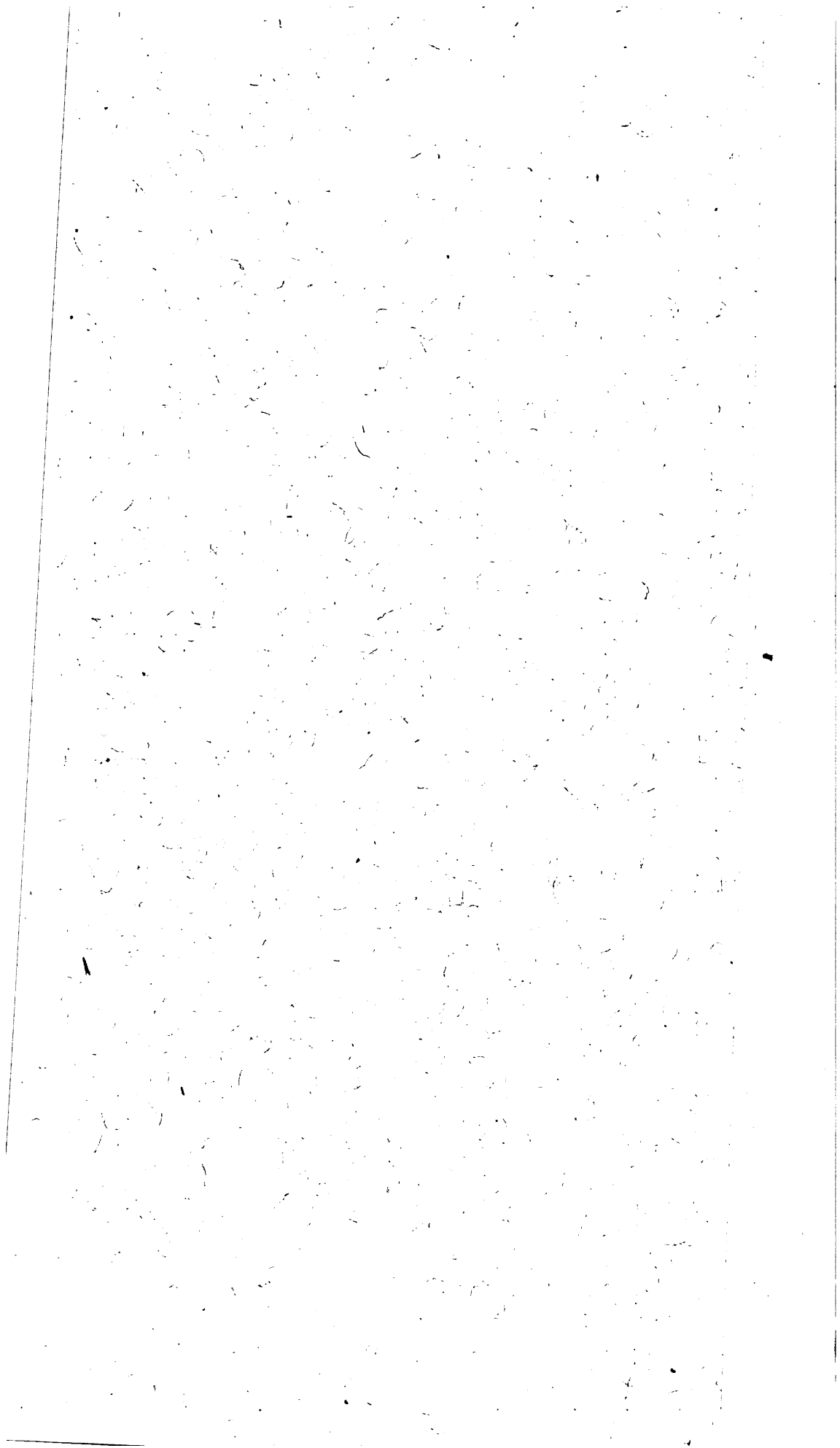
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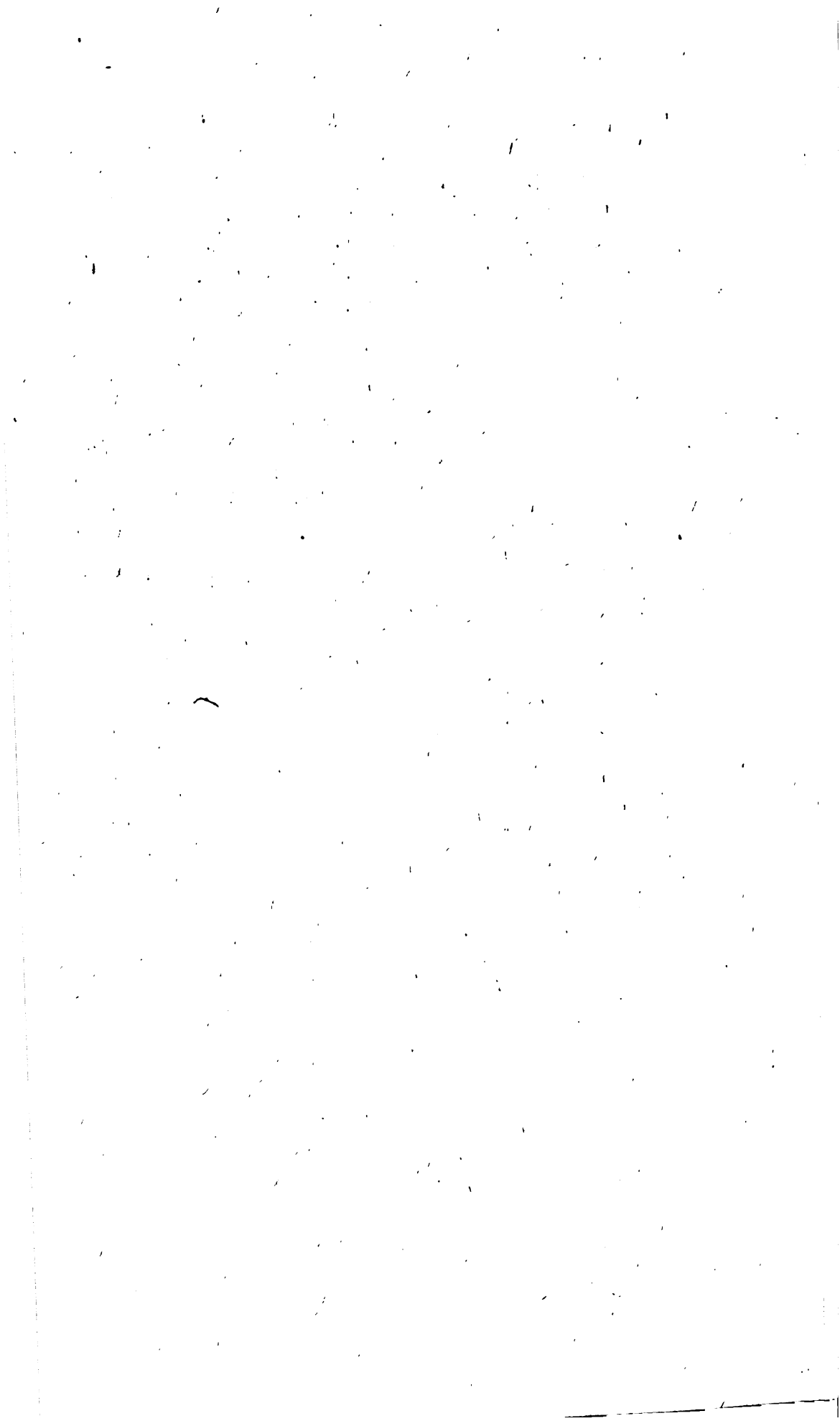
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BROAD STREET STATION, PENNSYLVANIA RAILROAD COMPANY,  
PHILADELPHIA.

1846-1896.

FIFTIETH ANNIVERSARY

OF THE

INCORPORATION

OF THE

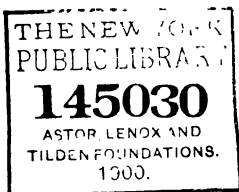
PENNSYLVANIA RAILROAD COMPANY,

HELD IN PHILADELPHIA,

APRIL 13TH, 1896.

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SAMUEL VAUGHAN MERRICK,  
*First President.*  
1847-1849.



WILLIAM CHAMBERLAIN PATTERSON,  
*Second President.*  
1849-1852.



GEORGE BROOKE ROBERTS,  
*Fifth President.*  
Elected 1880.



JOHN EDGAR THOMSON,  
*Third President.*  
1852-1874.



THOMAS ALEXANDER SCOTT,  
*Fourth President.*  
1874-1880.

FIFTIETH ANNIVERSARY  
OF THE  
INCORPORATION  
OF THE  
PENNSYLVANIA RAILROAD COMPANY.

APRIL 13th, 1896.

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UNDER resolution of the Board, adopted March 25th, 1896, a special committee was appointed to make the necessary arrangements for a fitting observance of the Fiftieth Anniversary of the incorporation of the company.

The committee consisted of Messrs. N. Parker Shortridge, Alexander M. Fox, Henry D. Welsh, William H. Barnes, C. Stuart Patterson, and the President and Vice-Presidents as *ex-officio* members.

The programme arranged by the committee was :—

RECEPTION OF OFFICERS AND HEADS OF OPERATING DEPARTMENTS,  
EAST AND WEST OF PITTSBURG, BY THE PRESIDENT AND BOARD  
AT 12 O'CLOCK, IN THE ASSEMBLY ROOM, GENERAL OFFICE.

RECEPTION OF INVITED GUESTS BY THE PRESIDENT AND BOARD IN  
THE PRESIDENT'S OFFICE AT 1 O'CLOCK.

MEETING OF THE STOCKHOLDERS AND INVITED GUESTS AT THE  
ACADEMY OF MUSIC AT 3 O'CLOCK, AT WHICH THE SPEAKERS  
WERE :—

MR. G. B. ROBERTS,  
President of the Company,

THE GOVERNOR OF PENNSYLVANIA,

THE MAYOR OF PHILADELPHIA,

THE CITY ATTORNEY OF PITTSBURG,  
Representing the Mayor of that City,

MR. J. TWING BROOKS,  
Second Vice-President Pennsylvania Co.,

and JOSEPH H. CHOATE, ESQ.,  
of New York.

In the General Office building, the Board and Committee rooms, the President's offices and the connecting halls, the Assembly room and the passage leading thereto were tastefully decorated with growing plants and cut flowers.

The decorations in the Board room were particularly handsome, a feature being the floral models of old "John Bull" and a Pennsylvania Railroad standard "Class P" locomotive, in corresponding positions on opposite sides of the lunch table.

The Directors met in the President's room at 11.45 A. M., and at 12 M. proceeded in a body, each wearing a souvenir badge bearing the letters "P. R. R." and the figures "1846-1896," to the Assembly room on the fifth floor annex, which was already filled with the officials of the Operating and other Departments, east and west of Pittsburg and Erie, to the number of two hundred and fifty. The President and Directors having entered the room, Mr. Charles E. Pugh, Third Vice-President, in a few well-chosen words introduced Mr. George B. Roberts, the President of the company. Mr. Roberts responded as follows:—

"FELLOW-OFFICERS AND FELLOW-EMPLOYEES OF THE PENNSYLVANIA RAILROAD COMPANY:—This day marks the fiftieth mile post, not only in the life of your corporation, but also in the lives of many of us who are here. The success of the company up to the present time is, I firmly believe, wholly attributable to those whom I see around me, and to others who have not the privilege of being here to-day, as well as to the many who have preceded us, and to whom we can look back as possessing the same character as those around us, and as having laid the foundation of its prosperity.

"It is wholly upon the character of its officers and employees that its future success must depend, and may we return thanks to an all-wise Providence who has permitted us to enjoy it thus far, and look forward in the hope that it may enjoy even greater prosperity in the future.

"I am glad to have this opportunity to meet those whom I seldom have a chance to meet, and to add that my only regret is that I cannot welcome all the one hundred thousand employees in the service of the company, both east and west of Pittsburg, and to thank one and all of the officers of the company charged with its

management, to whom the shareholders are so much indebted for its success."

Those present then filed by, shaking hands with and congratulating the President and the Board. An interesting incident was the presentation to Mr. Roberts by Mr. James Cullen, the oldest supervisor in the company's service, of a well-preserved cloth-bound copy of the first book of rules and regulations of the Pennsylvania Railroad, together with a time-table issued in September, 1849, by Herman Haupt, then General Superintendent.

The President and Board having then withdrawn, the operating officers and guests were served with lunch in the dining room.

The Board went from the Assembly room to the President's room, where, at 1 P. M., Mr. Roberts and the Board received large numbers of men eminent in all walks of life. Following this reception, lunch was served in the Board room.

The stage of the Academy of Music was decorated with plants and flowers, and the "flat" at the rear was covered by a large map showing the Pennsylvania Railroad system. At 2.30 P. M. the Board left the General Office for the Academy of Music, and, entering the Locust Street stage door, proceeded to the green room.

The doors of the Academy were opened at two o'clock, and the auditorium was well filled when at three o'clock, as the orchestra struck up the grand march, President Roberts, with Governor Hastings at his side, and followed by the Board and other officials, moved from the rear to the front of the stage. Mr. Roberts sat in the centre of the stage; on his right were Governor Hastings; Mayor Warwick; Clarence Burleigh, City Solicitor of Pittsburg; Joseph H. Choate, of New York; Frederick Fraley, LL. D.; Vice-Presidents Frank Thomson, John P. Green, and Charles E. Pugh, of the Pennsylvania Railroad Company; and Vice-Presidents James McCrea, J. Twing Brooks, J. E. Davidson, and Joseph Wood, of the Pennsylvania Company. On his left were the Directors, Messrs. Alexander M. Fox, Alexander Biddle, N. Parker Shortridge, Henry D. Welsh, William L. Elkins, Clement A. Griscom, Benjamin B. Comegys, Amos R. Little, William H. Barnes, George Wood, and C. Stuart Patterson. Mr. A. J. Cassatt, the Director necessary to make a full Board, was absent in Europe.

Mr. Roberts delivered the opening address, as follows:—

“LADIES AND GENTLEMEN, SHAREHOLDERS, OFFICERS, AND FELLOW-EMPLOYEES OF THE PENNSYLVANIA RAILROAD COMPANY:—We are here this day to emphasize and to give expression to the fact that the corporation in which you are so largely interested is passing the fiftieth mile post in the life of its organization. In no better way can we judge of what may be done in the future than by taking a retrospective view of what has taken place in the past. Those who are not willing to be guided by what they have had an opportunity of seeing, will seldom make a success in doing and managing that which comes to them in the future. Therefore, without taking too much of your time, I will briefly state what has happened in the progress of your corporation from its organization, on April 13th, 1846, until the present time. There are, perhaps, some here among the officers and employees of the company, as well as shareholders, who were present on that day. They have lived with it, they have grown up with it, and through their untiring watchfulness has come to you the measure of prosperity which you have. It is not to those whom you see around us, your Directors, your Trustees, and the heads of the various departments, but it is to the rank and file—to the entire one hundred thousand men who are in your employ, and so faithfully look after your interests, that whatever measure of prosperity you enjoy this day is to be attributed. They are not slaves, measuring their labor by what you pay them; but, and let me speak to you as shareholders, one and all, they give to you all that is within them, no matter what their recompense may be. To the *esprit de corps* that is to be found among your employees and officers (if you will pardon my including myself in the list) is to be attributed what you have here for cause of congratulation.

“To look back upon the annals of this corporation is probably the best way to judge, not only of its progress, but also of that of your State, and even of your nation. When your corporation was organized in 1846 it had to spend the first few years of its life in gathering that measure of confidence which has never since been taken away; and this enabled it to establish in the year 1852 a complete through line of transportation, in connection with the State



GEORGE B. ROBERTS,  
*President Pennsylvania Railroad Company.*





works, between our own city of Philadelphia and the city of Pittsburgh, the western metropolis of our State. At that time (1852), when it was first opened as a transportation line, it consisted of two hundred and twenty-four miles of railroad, with a capital and debt of about \$12,000,000. The first year of its operation it carried not over seventy thousand tons of freight and transported about five hundred thousand passengers. From that day to this its growth has been—what? It has obtained, by purchase, by the construction of lines, and by direct ownership (the line from Philadelphia to Pittsburgh, measuring about three hundred and fifty-seven miles of railroad, which I beg you not to forget is the keystone of your entire system, as the State of Pennsylvania is the keystone of this country) one hundred and thirty-eight separate railroad companies, which represent what were originally two hundred and fifty-six separate corporations. It controls nine thousand miles of railroad, by either lease or ownership, a length of line that is more than one-third the distance around the entire globe; and when you take into consideration the additional tracks, side tracks, and yard tracks it controls, you have a trackage that measures largely more than one single rail around the entire sphere.

“The aggregate capital of these corporations is about \$834,000,000, and while your corporation moved in the year 1852 but seventy thousand tons of freight—much less than it moves now in a day—the aggregate tonnage of the entire system in the past year amounted to over one hundred and sixty million tons, which bears a fair proportion to the entire tonnage of all the transportation lines in the United States. It carried, with safety and precision, seventy-five million passengers in the past year.

“In 1852 the total number of locomotives was about fifty, and the entire number of cars owned by the corporation was not over one thousand. To-day your system controls thirty-four hundred locomotives, one hundred and forty-one thousand cars of all kinds, and two hundred and twenty-six barges, steamboats, and other craft used upon the water in connection with its lines. This equipment would give you a train of cars extending solid from New York to Chicago, and farther.

“The gross income of your corporation in 1852 was less than \$2,000,000; in the year 1895 the gross income of the corporations

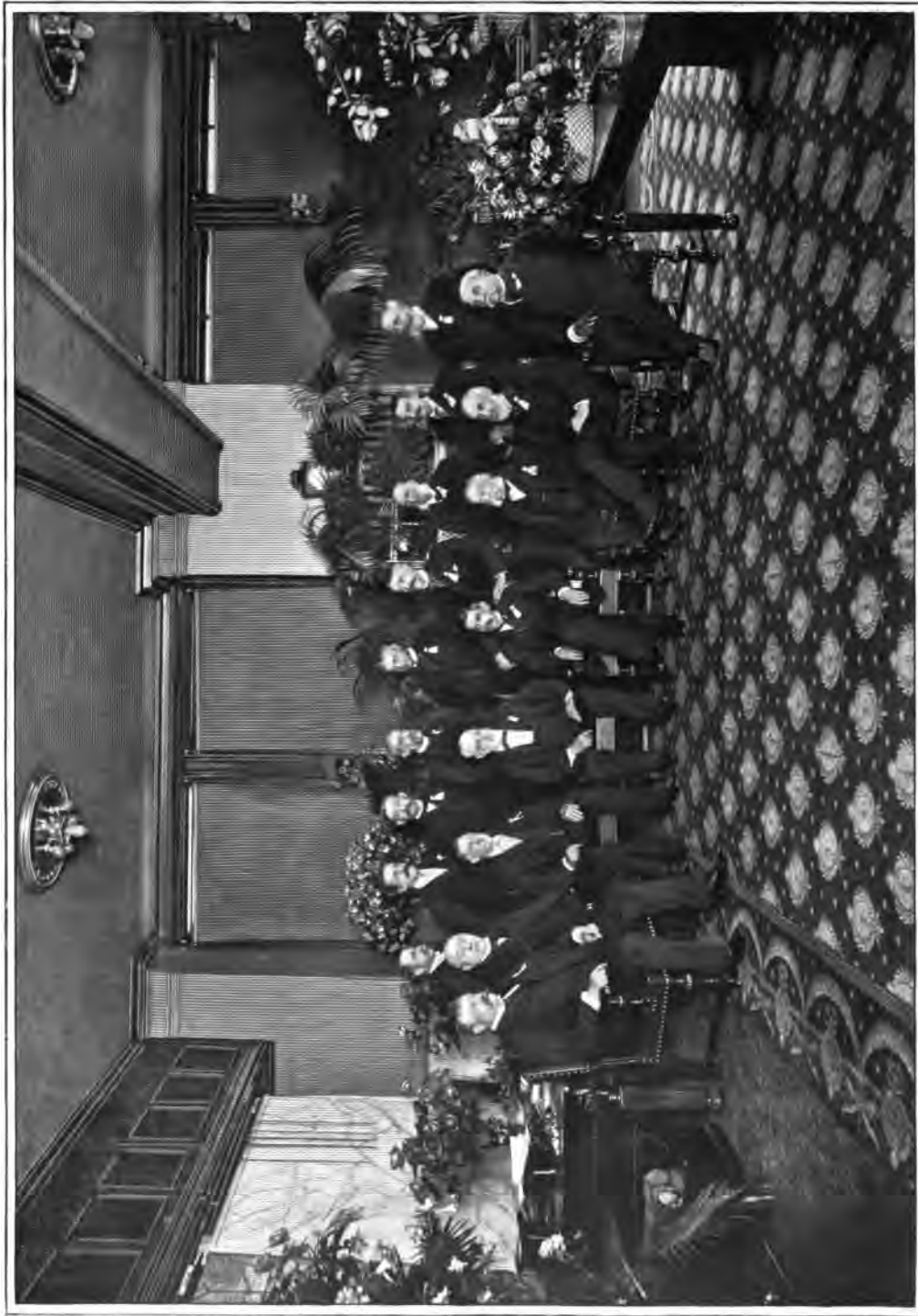
in your system was \$133,000,000. Those who are familiar with the revenues of the several States forming our country, and with the revenues of our entire nation, will know that this bears a very favorable comparison with either. Now, such a corporation as this cannot be conducted without bringing itself closely into contact with the people of the United States, or at least of a large portion of the United States, and upon their prosperity depends very largely, therefore, your prosperity.

"To show you what it does in the way of distributing its revenues, in the year 1852 its pay roll amounted to about \$400,000; in 1895 its pay rolls amounted to over \$59,000,000, an average of over \$162,000 a day. This will probably illustrate to you better than anything else the fact that the prosperity of the individual is the prosperity of your corporation. This \$59,000,000, the payment to your officers, employees, and those who are engaged in looking after your business, is, however, only a portion of the daily disbursements of the company.

"Of the number of men employed in 1852 we have no record to-day; it certainly could not have been very large; but in the past year you had over one hundred and four thousand men upon your pay rolls. All this vast disbursement of money has taken place without your company having defaulted in any manner on any of its financial obligations whatever. It has paid promptly, on the day it agreed to pay, every pay roll it undertook to pay, and every other debt. No man has ever asked justly for his money who has not promptly received it when it was due.

"After making this distribution of funds, what has remained for you who are here, the shareholders of the company? There has been a distribution to you in the last half century of over \$166,000,000, a very fair rate of interest on every dollar that has ever been invested by the shareholders in the corporation from the first day it was invested to the present time.

"Now, I could go on and dwell upon these statistics, and I could tell you many things that have occurred in the advancement of the prosperity of this great country in connection with your lines, because a kind Providence has spared me for nearly one-half century in your service, but there are those here who will follow me who can much better refer to that. When I state that I have had



D. S. NEWHALL, Wm. H. EARNES, CHAS. E. PUGH, JOHN P. GREEN, J. C. SIMS, FRANK THOMSON, AMOS R. LITTLE, GEORGE WOOD, C. STUART PATTERSON,  
*Asst. Secretary, Third Vice-Prest., Secretary, First Vice-Prest.*



the pleasure of serving you for that length of time I will not omit to say that there are others still in the employ of your company who outrank me many years in length of service. There are some who have been in the service of the company the entire half century of its existence, who have faithfully performed the duties confided to them, and to whose unwavering fidelity to your interests are due the results that have come not only to this corporation, but also largely to this good city, to the great metropolis at the western end of your line, and to our State. No enterprise of this kind can be conducted with the unswerving integrity which has marked those whom you have intrusted with its care—many of them long gone to their resting place—without deserving at least an acknowledgment on our part of the results that have accrued therefrom, not only to your company, but to this great Commonwealth.

“To show you that the corporation has not been the only one to share in these results we have only to turn to the progress of our State, to the progress of our nation, in the past half century. In 1852 there were less than twenty-five millions of people in the United States. To-day there are over seventy millions—an increase of nearly one hundred and eighty per cent. The State of Pennsylvania numbered less than two and a half millions of people in 1852, and to-day it numbers five million seven hundred thousand, if not nearly six millions of people, as happy, as well clothed, as well governed as any six millions of people in any part of the world; not oppressed in any way by the transportation interests, and liberal in their dealing with the transportation interests of their State. It is largely through the liberality with which the citizens of your good Commonwealth have dealt with you and the return that you have given them that mutual prosperity has blessed both the Commonwealth and your corporation. Philadelphia in 1852 numbered less than a half million of people, and to-day it numbers over twelve hundred thousand. Pittsburg numbered less than forty thousand, and to-day it numbers two hundred and eighty thousand—an increase of six hundred per cent. You will bear in mind that the city of Pittsburg is not a consolidated city like the city of Philadelphia, and, therefore, in referring to its population we do not include its suburban districts, as we do here.

"When you stretch out to the large commercial centres of Cincinnati, Louisville, St. Louis, Chicago, and Cleveland, which are the outposts of your great corporation, you will find that they have all made in the march of progress equal strides with us here in the East.

"I will but briefly refer to one or two things to illustrate more forcibly to you the fact, fellow-shareholders, that the employees of your company are as helpful as any to be found in the employment of any corporation in the country.

"Each man stands closely alongside of his fellow in sharing his prosperity and his adversity. As an evidence of this, some ten years since they combined together to form their Relief Fund, and that Relief Fund to-day numbers over fifty-two thousand members, and has distributed among its membership, in caring for the sick and widows and orphans, for those who, in the performance of their duty, have sacrificed their lives and limbs, over \$6,000,000. It is to-day distributing to those who have met with misfortune \$2000 for each working day. This is one of the best evidences in the world of the fact that your prosperity is insured so long as that fellowship exists among your employees, and between yourselves and your employees.

"And now let me close my remarks, which have been longer than I intended, by thanking you for the privilege that has come to me of presiding over your corporation at this time; to thank you especially that I have been supported by those who are so close to us in the administration of the affairs of this company, and by the rank and file of the employees, from the lowest, the humblest, to the highest, through the faithful performance of their duties. Let me ask of you, as the years pass on, a fair and honest treatment of those men, and to you, rest assured, they will always give a fair return for all that you give them." (Applause.)

Upon the conclusion of Mr. Roberts' address, which had been strongly punctuated from time to time by the hearty applause of the audience, he was greeted with a long-continued rapturous clapping of hands and waving of handkerchiefs. When the enthusiasm quieted he arose, and, in introducing Governor Hastings, said:—

"It is hardly necessary to introduce to you the Governor of the Commonwealth, who has kindly consented to be present here to-day





DANIEL H. HASTINGS,  
*Governor of Pennsylvania.*



and say a few words as representing the State of Pennsylvania, which has given breath to this corporation, and to which we owe the fidelity of children to their supporters."

Governor Hastings, after acknowledging the applause which greeted him as he stepped to the front of the platform, spoke as follows:—

#### GOVERNOR HASTINGS' ADDRESS.

"LADIES AND GENTLEMEN:—In the early part of this century, when the building of the branch railroad from Lancaster to Harrisburg was being projected, and public meetings to induce the citizens along the proposed line to subscribe for the stock were being held, General Cameron was an enthusiastic advocate of the enterprise. In a speech at Elizabethtown he said he 'hoped to see the day when he could take his breakfast in Harrisburg, go to Philadelphia on the cars, transact his business there, and return to Harrisburg in time for a good night's rest.' One of his auditors, a typical Pennsylvania Dutchman, who was well acquainted with him, interrupted him to say, 'Simon, I always knew you were a little rattlebrained, but never thought you were so big a dunce to talk that way.'

"Pennsylvania, in the early days, took the lead in the development of transportation facilities. As early as 1796 the State had completed three lines of turnpike connecting the Delaware with the Ohio. These were called the Northern, Middle, and Southern State roads, and were as superior to the Revolutionary roads as the canal was to the turnpike. Six-horse teams were attached to the passenger coaches, and also to the Conestoga wagons for the transportation of freight. The horses were gaily caparisoned in bells and ribbons, and the stage drivers were the heroes of the hour. The stage taverns, large two-story buildings, were located ten to twelve miles apart, and the arrival of the stage coach was the principal event of the day. Most of the taverns were kept by men who had served in the Revolutionary war, and the rude pictures of Washington, Lafayette, Putnam, and Wayne upon the sign boards generally indicated their popular heroes. There were also upon these signs buffaloes and other animals not specified by Buffon, and owls and

fowls whose species would have bothered Audubon. There were the Black Duck, the Golden Swan, the Spread Eagle, and the Cross Keys.

"A local historian of the time says: 'The tavern keepers and landlords are really the only lords we have in Pennsylvania. They furnish us with militia, colonels, and generals, and members of Congress, and do the honors of the town, keeping up its reputation for hospitality.'

"Pennsylvania's system of turnpike roads was the first complete system in the country, but they had scarcely been finished when public agitation in favor of a complete waterway to connect Pennsylvania with the great waterways of the West was commenced. Succeeding Legislatures authorized surveys and estimates, until finally the State itself undertook the construction of a canal from Columbia, on the Susquehanna, to Harrisburg, and thence along the Juniata to Hollidaysburg, with the Portage Railroad across the Alleghenies to Johnstown and the western section of the canal from that point to Pittsburg. Public sentiment demanded still further development, which resulted in the north and west branch canals on the Susquehanna. The artificial waterways provided transportation as far east as Columbia, but scientific skill was unable to construct a canal from that point to Philadelphia. To keep the trade in Pennsylvania, and divert it to Philadelphia instead of Baltimore, it became necessary to construct a railroad between these two points. For the construction of all these enterprises the State expended about \$18,000,000.

"The successful operation of this line of railroad and the building of similar lines in other parts of the country induced the people of the State, through the Legislature, to agitate further railroad development. Again commissions were appointed and surveys authorized. In 1839 Charles L. Schlatter was authorized by the General Assembly to survey a line of road which would connect Pennsylvania with the trade and commerce of the great West. In 1841 he submitted his report, setting forth three feasible lines of road, which he called the Northern, Central, and Southern, connecting on the east with the railroad already running to Harrisburg. His report, together with a map of his proposed lines, was printed by authority of the Legislature, and remains on file among the archives in Harrisburg. His central route was practically adopted in the building of

the Pennsylvania Central Road; his northern route is substantially the line of the Philadelphia and Erie, while the Cumberland Valley Railroad, east of the Alleghenies, and the Baltimore and Ohio west, cover, to a large extent, his proposed southern lines.

"Each successive improvement met with its full share of opposition. General Alexander Ogle, member of Congress in the days of General Jackson, in the course of a Fourth of July oration described the opposition to the turnpike and wagon transportation: 'Your grandmother,' said he, 'can tell you what a rumpus these ninnies raised around the first wagon road over the mountains to Pittsburg. It would break up the pack-horse men, and the horse breeders would be ruined. I told them that one wagon could carry as much salt, bar iron, and brandy from Philadelphia or Baltimore as a whole caravan of half-starved mountain ponies, and I further told them that of all the people in the world, *fools have the least sense*.' The canal system met with even more opposition than the turnpike, and the antagonism was increased as against the railroad improvements. The stage coach and the Conestoga wagon rendered the pack horse a useless institution. The canals and the railroad frequently left the Pennsylvania tavern and the village that surrounded it off to one side to seek other patronage than the traveler in a hurry.

"On the 13th of April, 1846, the Pennsylvania Railroad Company was incorporated, and then commenced a railway development never equaled in any country or in any time. May 16th, 1857, it purchased from the State the main line from Philadelphia to Columbia. At that time it owned and operated less than four hundred miles of railroad. To-day it owns and operates within the borders of the Commonwealth thirty-two hundred and fifty-three miles of road, and outside of the State fifty-six hundred and thirty miles, making a total of eighty-eight hundred and eighty-three miles.

"It now extends into fifty-three counties of the State; has reached the coal mines and ore deposits, the oil fields and the immense agricultural districts, until there is not a material resource of the Commonwealth that is not within easy reach of the best markets of the world.

"The population of the State at the time of the incorporation of this company was about two millions. It has since then multiplied threefold. During the intervening period the Pennsylvania and

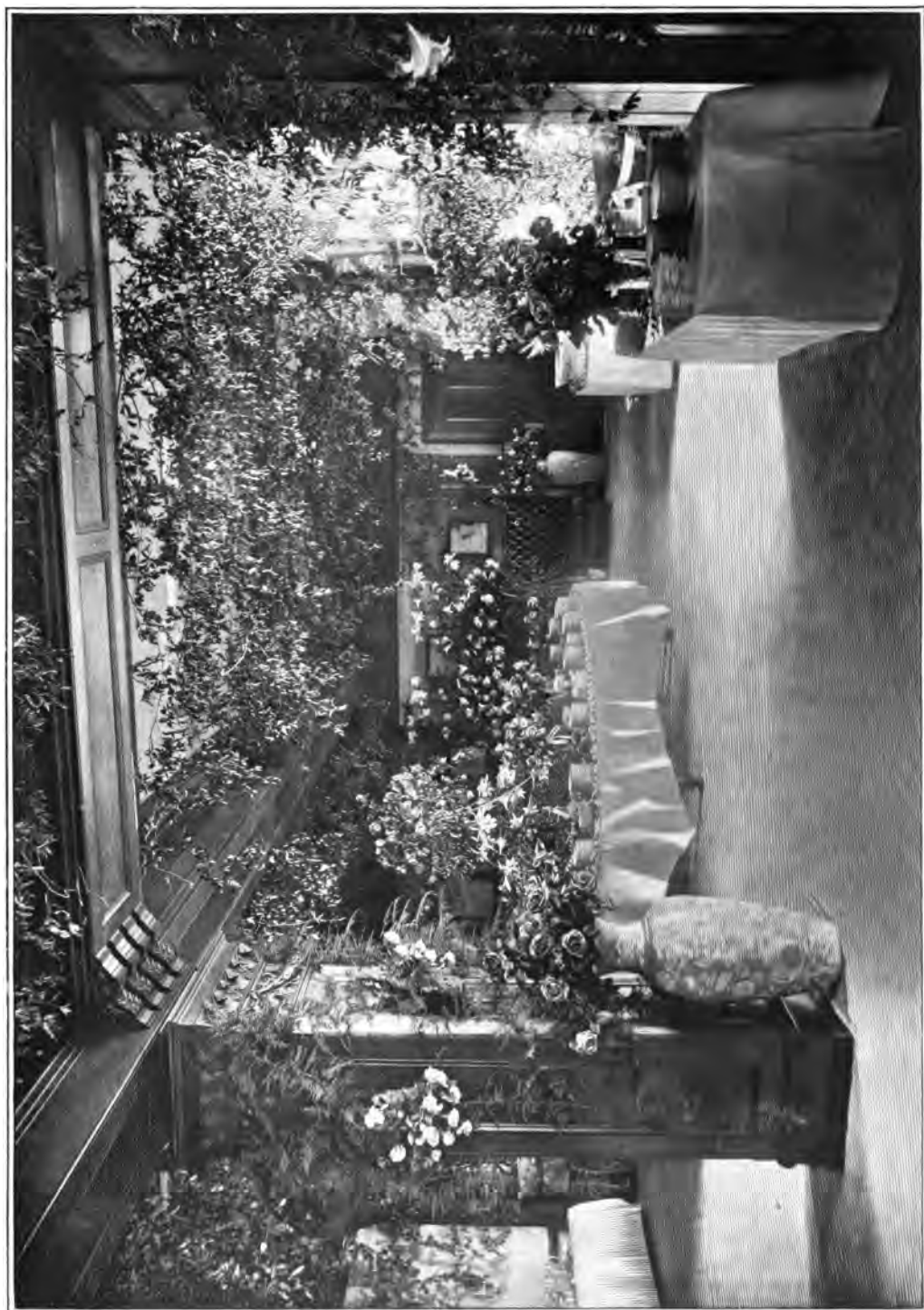
other railroads have entirely changed the map of the State. Towns and cities have sprung up upon their lines, whose capital, added to the native resources, have combined to the general advantage of all our people. It is but asserting a truism to say that the railroads have done more to develop the material resources of the State than all other business enterprises combined.

"It is not my purpose to recount the great volume of the business done by this Pennsylvania institution, nor to attempt to enumerate the passenger traffic, or aggregate the transportation of freight, or the steady march of improvement and development of the company. Its nine thousand miles of road, its twenty-eight thousand stockholders, its one hundred thousand employees, its prudent management, vigilant oversight, the regular dividends, all combine to make it the greatest and most complete railroad enterprise and organization in the world.

"Its last sale of mortgage bonds to the amount of £1,000,000 sterling, dated July 1st, 1895, bearing three and one-half per cent. interest, maturing in fifty years, has established the fact that the financial credit of the Pennsylvania Railroad Company at that time was equal to the credit of the United States Government in the markets of the world. There has never been a breath of scandal against the honesty, integrity, or capability of its management. It has never been in the hands of a receiver.

"It is the original and best working civil service organization in the country. The promotions are based absolutely upon merit, and the best proof of this proposition lies in the fact that John Edgar Thomson commenced his professional career with the engineer corps employed upon the original survey of the road from Philadelphia to Columbia. Its next President, Col. Thomas A. Scott, started as station agent in the village of Duncansville, and its present honored President began as a rodman in the engineering corps.

"The Pennsylvania Railroad Company has kept steadily to the front in the march of railway improvements. It was the first to use steel rails in 1863, to use Bessemer steel rails in 1865, to use the air brake in 1866, the track tank in 1872, and the signal block system in 1873. Its display at the Chicago Exposition was the best picture story that could have been made of fifty years' development in American railroads.



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"When Pennsylvania was making up her exhibit for the Cotton States and International Exposition at Atlanta, and had brought from her treasures of history and patriotism her native wealth and the ingenuity of her citizens, and had gathered them all together and appointed a day upon which to lay them at the feet of her Southern sisters, her representatives were conveyed to the capital of Georgia in the finest and best equipped railroad train that ever crossed the Mason and Dixon line. It was the exhibit of the Pennsylvania Railroad Company.

"The company's interest in the individual welfare of her employees is constantly being made manifest. The Saving Fund managed by the company in the interest of the employees now has in its treasury more than \$1,500,000. Its Relief Fund, which embraces in its membership over eighty per cent. of its employees on the lines east of Pittsburg, is now returning to those entitled to relief 'over \$1500,' as the President says, 'every day of the year, to care for the widow and orphan, or to pay the doctor and the surgeon.' It fosters the railroad branches of the Young Men's Christian Associations, giving direct financial encouragement, erecting buildings, furnishing literature, and aiding in the general moral and intellectual development of those who do the work for the company.

"While the company is the largest taxpayer in the State, it has always exercised a broad and generous relation to the people and to related institutions. It has always conveyed the charitable gifts of the country free over its lines, and whether American bounty went to relieve the sufferings of the people when the yellow fever was in Jacksonville or Memphis, or the earthquake at Charleston, or the flood at Johnstown, or the famine in Russia, this road could never be induced to charge a dollar for the transportation.

"During the war of the Rebellion it was the first to come to the aid of the Government in the transportation of troops to the fields of battle, and the Government created a new office, that of Assistant Secretary of War, and insisted upon Col. Thomas A. Scott's accepting the position in order to receive the benefits of that great man's marvelous ability in the transportation of troops and supplies and the rebuilding of railroads captured from the enemy.

"At the outbreak of the war the company offered to contribute \$50,000 to be used in bounties for the purpose of inducing enlistments in the army, and towards the close of the war actually contributed \$50,000 as a nucleus for the establishment of the State's Soldiers' Orphans' Schools.

"On the 15th of April, 1861, before the echoes of the shot that had been fired on Fort Sumter had ceased their reverberations among the Allegheny Mountains, five companies of Pennsylvania soldiers reported to Governor Curtin for the defense of the Government. Their services were accepted, and the Pennsylvania Railroad Company, with the utmost promptness, conveyed them safely to Washington, where they were the first troops to report to President Lincoln. These 'First Defenders' have been recognized by the National Government, and also by their own State, and on day after to-morrow the few who are left of them will be conveyed by the same company over the same route upon which they passed thirty-five years ago.

"The Pennsylvania Railroad Company, like every other successful institution, has not been exempt from criticism, but the happiness of this occasion shall not be marred by even a reference to it.

"It gives me pleasure to be here to-day, and in this distinguished presence to congratulate President Roberts and his associates upon fifty years of successful administration of a Pennsylvania institution that has done more for the industries of the people of the State than any other private corporation."

Mr. Roberts then fittingly presented Hon. Charles F. Warwick, Mayor of the city of Philadelphia, who delivered the following address:—

#### MAYOR WARWICK'S ADDRESS.

"MR. PRESIDENT, LADIES AND GENTLEMEN:—We have met to-day to celebrate the fiftieth anniversary of the incorporation of the Pennsylvania Railroad Company. It is an event of significant importance. Every Pennsylvanian should take pride in the growth of this great corporation, for it has materially aided in the development of the resources of our State.



"From the time of John Edgar Thomson, through the period when the company was under the direction of Thomas A. Scott, one of the ablest men in the management of a railroad this or any other country has ever produced, down to the present time, when the corporation is under the wise and conservative direction of Mr. George B. Roberts, the company has been most ably managed. So far as I know there is not in America nor in Europe a greater single system.

"The combination of mind, skill, energy, and money enable us to do that which if left to individual or unorganized effort could never be accomplished. This union of forces is what we call corporate power. Capital and labor are terms sometimes misunderstood, and are often used by demagogues to conjure with and to arouse the anger and passions of men. A man's skill, energy, and industry are as much capital as the money of the millionaire.

"Capital and labor should go hand in hand, giving opportunities to each other and dependent upon each other. When united and working together they are a great force for the public good. A corporation such as the Pennsylvania Railroad Company is a republic or state within itself; its employees find their ambition satisfied by reaching the honors within its gift, for responsible positions in its management, in every direction, mark the success of individual effort.

"The President of the United States may be an accident, the result of political scheming, but the President of a great corporation such as this is one whose honors have come because of his worth and fitness; his selection is the recognition of great qualities and his position is correspondingly one of honor.

"In 1846, the date of the incorporation of this company, the population of Philadelphia was three hundred and forty thousand. At that time the Pennsylvania Railroad Company began its construction, and to-day the total length of its lines east of Pittsburg and Erie owned, leased, and operated is forty hundred and thirty-four and two one-hundredths miles of railroad, and eighty hundred and seventy-three and fourteen one-hundredths miles of track.

"It owns about fifty thousand cars and two thousand locomotives. There are over one hundred thousand men on its pay rolls. These figures give some idea of the immense interests of this company.

"When you think of this wonderful growth, and bear in mind that in 1836, only ten years before the date of its incorporation, there were but little more than one thousand miles of railroad on the American continent, you may have some slight appreciation of what this means.

"To-day we have in the United States from one hundred and forty thousand to one hundred and fifty thousand miles of railroad, giving employment to more than nine hundred thousand men. It has been calculated that about three million people are directly dependent upon the labor of these men for their daily bread. Surely this is a wonderful age in which we live.

"Two of the most potent factors in civilization have been steam and electricity, and we cannot sufficiently appreciate the labors of such men as the Marquis of Worcester, Savary, Watts, Franklin, Fitch, Fulton, Stephenson, Morse, and Edison.

"There is nothing that so shows the advance and progress of the human race as the use and application of steam and electricity in the matters of travel and communication. When we recall the fact that before this century our fathers used the canal boat, the stage coach, the Conestoga wagon, and the sailing vessel as the only methods of travel, we may have some idea of the wonderful and rapid progress that has been made.

"There had been little or no advance from the days of the ancients, and the methods of transportation were about the same as in the age of the Ptolemys.

"The nineteenth century with its progress stands as the greatest era in the history of the human race.

"The steamship, the locomotive, the telegraph, and the telephone belong distinctively to our century, and they are civilizing in their influences in that they bring us in touch with the whole world.

"Steam and electricity have done much to wear away prejudice, bigotry, and hatred; they bring men closer together and induce to friendly and social intercourse. They overcome distance and time, and make all men our neighbors. The ancients considered all outside of their States as foes; stranger and enemy were convertible terms. Oceans and deserts no longer separate men and nations as in the past; these great dividing spaces are but links uniting all sections of the world together by means of steam and electricity.



CHARLES F. WARWICK,  
*Mayor of Philadelphia.*

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"With these two forces every place is convenient, no matter how great the distance that may divide. A journey in the past was a dread; to-day it is a pleasure. Steam carries us anywhere, and electricity with a flash of light brings to us the current news of the day from every quarter of the globe.

"In 1801 the first railroad was built by Benjamin Outram, in a suburb of London, and it pointed the way to our present systems. The first railroad in the United States upon which a locomotive was used ran from Honesdale to Carbondale, in this State, in the year 1829. This was only sixty-six years ago, within the memory, or at least the lifetime, of many on this stage and in this audience. To-day there are in the world three hundred and twenty-five thousand miles of railroad, and of this number one-half is in the United States.

"In 1846, at the time of the granting of the charter to the Pennsylvania Railroad Company, you could have left Pittsburg early in the evening and have reached Johnstown (one hundred and three miles) in twenty-eight hours on a canal boat, called a passenger packet, changing horses thirteen times. The stage coaches, however, were somewhat faster. I wonder how this speed would suit the traveler of to-day!

"In 1838 a steamship called the "Sirius" began ocean navigation between England and our country. She was a vessel of seven hundred tons burden, and made the voyage in a little over eighteen days. The "Lucania," of twelve thousand tons, makes it now in less than six days.

"In May, 1844, Professor Morse proved by the operation of his experimental line between Washington and Baltimore that the establishment of an electric telegraph was practical, useful, and remunerative. In 1856 the Atlantic cable was successfully laid, uniting the Old World with the New.

"The telephone has been invented and put to use within the memory of our children. The future with its promises is beyond the power of prophecy. The possibilities of electricity are known only to God.

"But what can we say of our Republic in this connection?

"Could our nation have so grown and developed and prospered had it not been for the railways that stretch from lakes to gulf, from ocean to ocean, holding us together in their iron grasp, binding the

States together in their interests with great hooks of steel? The railroads have done much in the past and will do, we all hope, more in the future, to bring us closer together as a people, to promote social intercourse, and remove friction between the States.

"When we consider the progress that has been made in every direction we stand in amazement before the results of man's intellect and genius. The stupendous structures of the past erected under the direction of powerful rulers dwindle in the presence of these marvelous inventions of our century that are so humanizing and civilizing in their influences.

"The locomotive whose whistle to-day startles the Pyramids from their eternal slumbers dwarfs them in comparison when their uses are considered; one was to perpetuate the name and glory of a dynasty, and was erected by proud and insolent rulers with the blood and sweat of slaves; the other sprang from the intellect and genius of man for the welfare, comfort, and happiness of the human race. One makes us marvel at the time that was wasted, and the other at the time that is saved.

"I never look upon a locomotive that I do not feel as if I stood in the presence of a mighty living thing, breathing and throbbing with heart and soul and lungs, and when it starts it moves with slow and thoughtful deliberation, but with grace and power. It dashes across the plains, climbs over the mountains, plunges down into the valleys, gropes its way through the tunnel, dark as Hades, leaps across the rivers, and comes to its destination like a racer on the homestretch, bringing in safety its freight of human lives.

"I have seen an engineer pat his iron horse as a jockey would his steed after a successful run, while the great thing would stand snorting and puffing as if out of breath, and at times it seemed as if it must be a thing instinct with thought. And what should we say of the engineer who has been standing at his post with his hand on the lever guiding and directing this great thing of life, who has been on the watch while we have slept, who has been peering out of his cabin window into the darkness of night watching the signals and for any danger that may lurk on the way?

"A locomotive with its power controlled by the intellect of man is one of the grandest combinations of mind and matter the world has ever seen.

"Notwithstanding the great progress that has been made in the past, no one can measure the possibilities of the future. Electricity is yet in its infancy, in so far as its application to the uses and comforts of man is concerned. We stand but in the shadow of the coming day. If scientific study and research be not interrupted by wars or great social revolutions no one can guess or prophesy what the future has in store. Electricity has been applied in the direction of travel, light, heat, power, and sound, and yet new discoveries are being made almost daily. What would our fathers have said if they had been told that in time we could converse with a man one thousand miles away, and hear him as distinctly as though he were at our side?

"What would they have said had it been predicted that in fifty years we would travel from Philadelphia to New York in less than two hours, or to Pittsburg in a night, sleeping in an easy couch the whole distance, or that a voyage from the Old World to the New could be made across the Atlantic in less than six days?

"What would they have thought had it been prophesied that a speech in the English House of Parliament would reach us and be read the day of its delivery?

" 'Yet I doubt not thro' the ages,  
One increasing purpose runs,  
And the thoughts of men are widened  
With the process of the suns.'

"The boy who hears my voice to-day if he live fifty years from this hour may look back on these times as slow and almost lost in the mist of ages. In view of what we have seen accomplished in so short a time, it is impossible to be incredulous as to any prediction that science may make as to the results yet to be reached in the years to come."

As Mayor Warwick took his seat President Roberts arose and said:—

"The city that stands at the western terminus of the main section of the railroad cannot be passed by on an occasion like the present, seeing that the extent of its manufactures is a most important feature in the prosperity of the Commonwealth and of the Pennsylvania

Railroad Company. We hoped that Mayor Henry P. Ford would be here in person to represent the city, but he is prevented by severe illness from attending, and has delegated Mr. Clarence Burleigh, the City Attorney, to take his place."

Mr. Burleigh was warmly received and spoke as follows:—

#### MR. BURLEIGH'S ADDRESS.

"LADIES AND GENTLEMEN:—In these wonderful days of human progress and achievement, during which man, by his skill, industry, and invention, has well-nigh accomplished the impossible, so that practically perfection in nearly everything greets the senses upon every hand, it is not only a pleasure but an absolute honor to congratulate that institution whose organization, policy, and government, whose practical operations, unlimited facilities, and signal success challenge the admiration of all, and make it equal, if not superior, to any competitor in the world.

"A half century has passed into history since your incorporation. During that time thrones have toppled and nations have been wrecked; wars have raged and religious creeds have changed; political organizations without number have sprung into existence, have lived and thrived and governed, and have been gathered in by those who in their turn have followed them; the strength and stability of our own National Government has been severely tested upon the field of carnage; treason has found a foothold and has been vanquished in our very midst, and multitudes of private enterprises of great pith and moment have appeared and disappeared from all around us.

"Yet during all this eventful period your splendid organization has not only nobly withstood all the rude shocks and assaults of time and tide, but has almost daily gained in strength, vigor, and power, and progressed and advanced, reaching no barrier it did not surmount, finding no obstacle it did not overcome, always having but one object—the highest possible perfection attainable by human efforts.

"This uninterrupted progress, this continuous advancement and success during this most eventful and dangerous period of our





CLARENCE BURLEIGH,  
*City Attorney of Pittsburg.*



country's history, not only argues, but demonstrates the wisdom and integrity of the government of this great corporation and the masterly ability of its management. Like some majestic vessel, constructed by most expert builders and guided by pilots most skillful, it has sailed with safety and amazing success over waters whose shores were strewn with wrecks, and on whose bosom many noble craft were drifting towards perilous reefs or deceptive shallows, inevitably doomed to complete destruction, causing the ruin of all concerned.

"Therefore, as you pause a moment in your busy lives at this milestone in the dusty highway of your corporate life and felicitate yourselves upon the material success and profit you have attained, more than a passing thought should be bestowed in recognition of the brilliant genius and ability of those who made so successful your voyage during such dangerous times and upon such troubled waters.

"Although a stranger here, still I am not without observation of the results and benefits of your enterprise, nor without reasons for joining with you in this celebration.

"I come from that great human hive of industry and invention standing at Pennsylvania's western gates, whose ground is sacred with our country's history and glutted with nature's richest wealth; whose manufactories are gigantic and legion, with furnaces whose never-quenched fires transform night into day; the hum of whose wheels is incessant and whose finished products reach to every clime; a city with no industrial goal but perfection; a city refusing to recognize the impossible in anything physical or manual. Its output of iron and steel and glass and coal is simply fabulous, and enough to almost stagger human credulity, and but for carrying facilities most perfect its shops would be closed and its army of workmen be idle upon the street. Hence Pittsburg's imperative necessity in the beginning is now and ever shall be the very best railroad and the very best railroad facilities in the world. These were, and are, the *sine qua non* of reaching or maintaining its present standing or accomplishing any future progress.

"True, we have two noble rivers flowing majestically through the very heart of the city and forming at their historic junction the broad Ohio, all studded with craft and alive with fleets, and bearing on their broad bosom from Pittsburg to the Gulf a tonnage greater

than that of New York Harbor to-day—Nature's own great highway—but even that don't suffice. Droughts and freshets succeed each other in distressing monotony, and there are other destinations besides those 'down the Mississippi.'

"Inferior and second-class means of carrying would be suicidal for such a manufacturing metropolis. It must have the best one, reaching with its auxiliaries and ramifications practically from the Atlantic to the Pacific, and from the Great Lakes to the Gulf, with a superabundance of facilities, and the enterprise and the courage necessary to keep abreast of the time and to supply all needs. Therefore it is but natural that we of Pittsburg rank among our noblest and best acquisitions this great railroad, famous for its excellency throughout civilization; this road, which makes its western terminus in our city and its eastern terminus in this, and thus, like a huge Colossus, doth bestride the great Keystone State, gridironing almost its entire territory with a latticework of rails used by and profitable to all the inhabitants thereof; with its swiftly-revolving wheels it works and toils and labors by day and night to transport our products and attend to our commerce, and thus becomes one of the chief factors in our municipal greatness.

"Its name is synonymous with safety and convenience, and its enterprise and progress are household words; its capacity and energy are well-nigh unlimited, and its stability and excellency are conceded.

"Pittsburg extends to the Pennsylvania Railroad Company its heartiest congratulations on this the occasion of its fiftieth anniversary. May it live long and prosper, and may the end of the next fifty years of its existence find it as much superior to what it is to-day as its road of to-day is superior to that embryo of 1846."

The venerable Frederick Fraley, LL. D., who had been an important personage at the birth of the corporation, now appeared to congratulate it upon having reached such a glorious manhood. As the form and familiar features of the greatly respected nonagenarian passed before the audience a welcoming applause met him. Owing to his advanced age he did not make a speech, but in place thereof he handed President Roberts a letter he had prepared for the occasion. Mr. J. C. Sims, Secretary of the Company, then read the letter, which was as follows:—





FREDERICK FRALEY, LL. D.

## MR. FRALEY'S LETTER.

" PHILADELPHIA, April 10th, 1896.

" *George B. Roberts, Esq., President Pennsylvania Railroad Company.*

" DEAR SIR:—I promptly accepted your invitation of March 30th to participate in the proposed celebration of the fiftieth anniversary of the incorporation of the Pennsylvania Railroad Company on the 13th of the present month. I now venture to reply to your request that I shall, in the form of a letter, which may be read at the meeting to be held in the Academy of Music on the afternoon of that day, present some information that may be, even now, of public interest.

" At the close of the administration of President Madison, in the year 1817, the question of international improvements of a comprehensive character assumed large proportions and claimed the attention of the men of those days who were potent in public affairs. Among the great works placed earliest under construction was the Erie Canal, of the State of New York, authorized by the Legislature April 15th, 1817, and the whole line ready for use by October, 1825.

" In the month of July, 1825, I passed over the canal from Schenectady to Utica in a boat fitted up to convey passengers, and enjoyed the novelty of such a trip with a company on board that filled the boat to its utmost capacity. Other States followed the example of New York, and in 1840 the results accomplished were a considerable quantity of diversified work complete and incomplete, and a vast amount of State and corporate indebtedness. During this period the germs of the railway system were forming, and some short tracks of railway, to facilitate the transportation of freight and passengers, made their appearance. In the year 1830 a book was published under the title, 'A Connected View of the Whole Internal Navigation of the United States, Natural and Artificial, Present and Prospective,' by a citizen of the United States.

" This history was the work of the Hon. Samuel Breck, of Philadelphia, who was one of the representatives of Philadelphia in Congress in 1825. This was when the election of a President of the United States devolved upon the House of Representatives, and John

Quincy Adams was chosen President, he being one of the three candidates who had received the greatest number of votes in the Electoral College, his competitors being Andrew Jackson and William H. Crawford. From this book I make the following selections:—

“First, that the average annual income of the United States for the years 1827–30 inclusive was \$23,000,000, and the average annual expenditure, including the public debt, \$18,000,000. Second, that appropriations were made for internal improvements during the years 1825–28 inclusive, amounting to \$14,000,000. Third, that the Baltimore and Ohio Railroad Company was incorporated February 28th, 1827, and its construction began July 4th, 1828. Fourth, the introduction of locomotive engines in England in 1836, invented by Guernsey and Stephenson, and the trials of the Rocket and Novelty engines, with a reference to the improvements in locomotive engines made by the American engineer, Winans. Fifth, the system of internal improvements for the State of Pennsylvania, commencing at Philadelphia by a railroad to extend to Columbia in Lancaster County, a canal from Columbia to the Allegheny Mountains, railway and inclined planes to cross the mountains, and a canal to the city of Pittsburg. Sixth, a eulogistic notice of William Lehman, who was a member of the Pennsylvania House of Representatives from Philadelphia in the year 1817. He has been styled ‘the legislative father of the Pennsylvania system of canals and railroads.’ He introduced a bill in the session of 1817 for a Board of Commissioners to be appointed to take preliminary steps for making canals and railroads. This was in the very same year in which the Erie Canal was begun in New York.

“In the year 1840 Mr. Henry S. Tanner published a description of the canals and railroads of the United States, and as this year comes close upon the incorporation of the Pennsylvania Railroad Company reference to its pages are instructive. First, the construction of the Philadelphia and Columbia Railway was authorized by the Legislature of Pennsylvania, March 24th, 1828. It was completed in October, 1834. Second, the Harrisburg, Portsmouth, Mount Joy and Lancaster Railroad was incorporated in 1832, and a single track completed in September, 1838. Third, the Philadelphia and Reading Railroad, incorporated 1833, commenced 1835, was open for public use July 17th, 1838. Fourth, the Philadelphia,



Wilmington and Baltimore Railroad was consolidated from four companies on February 5th, 1838.

"We have now reached a point where the Pennsylvania Railroad's history begins. The agitation for a continuous railway from Harrisburg to Pittsburg began to take definite shape at the Convention of the 6th of March, 1838, at Harrisburg, in which twenty-nine counties were represented. Robert T. Conrad, of Philadelphia, presided, and the subject was thoroughly and ably discussed, with the result that surveys were authorized to ascertain the feasibility of a continuous route from Harrisburg to Pittsburg. Hother Hage made the surveys through the counties of Franklin, Bedford, Somerset, Westmoreland, and Allegheny. In the following year the Canal Commissioners appointed Charles L. Schlatter to survey similar lines from Harrisburg to Pittsburg. A meeting was held on December 9th, 1845, at Musical Fund Hall, Philadelphia, Thomas P. Cope presiding.

"Here speeches were made by William H. Meredith, Henry D. Gilpin, Isaac Hazlehurst, John J. McCahen, James M. Sanderson, of Philadelphia; and George Darsie, of Pittsburg. Committees were appointed to prepare an address on the subject to the people of the State, and to petition the Legislature for an Act of Incorporation for a railroad between the points named. On the 13th of April, 1846, the Act of Incorporation was passed by the Legislature, requiring that \$7,000,000 should be subscribed to the capital stock, and that thirty miles of railroad should be put under contract by the 1st of July, 1847.

"On the 27th of April, 1846, a public meeting was held in the Chinese Museum building, which was largely attended, and over which Thomas P. Cope presided, the Vice-Presidents being John K. Kain, George N. Baker, Robert Toland, Isaac W. Norris, George W. Carpenter, David S. Brown, and Thomas Sparks. The Secretaries were Henry Welsh, John S. Little, and Thomas Tustin. Mr. Robert Toland, Chairman of the Committee of Twenty-six appointed at the Musical Fund Hall meeting of December 10th, 1845, made a report recommending the approval of the Act of Incorporation of the railway company, and urging that our fellow-citizens should take prompt and energetic measures to secure subscriptions to the capital stock, and that the city of Philadelphia and other municipal corporations of the county of Philadelphia should by requisite legislation make such

subscriptions in addition to those derived from other sources as would secure a sufficient amount to insure the granting of letters patent to the railroad company.

"Mr. David S. Brown offered a series of resolutions to carry the recommendations of the Committee into effect, and made an address explanatory of the resolutions. They were seconded by me in a speech embodying the information which would commend the great project to the approval of the meeting and fully justify the raising of even a greater sum than that originally contemplated. Other addresses were made by Colonel William Bigler, afterward Governor of this Commonwealth; William A. Crabbe, Mr. Hill, of Montgomery, and Victor Piollet, of Bradford County.

"The resolutions were unanimously adopted, the Committee was continued, and by their untiring exertions all that was requested was successfully accomplished, so that in February, 1847, Governor Shunk issued the letters patent, and the great company, of which not only Pennsylvania but the whole Union is justly proud, was placed on the foundation on which I predicted it should rest, and which as time progressed would be recognized as the Colossus of Roads.

"In fifty years it has been making the record, and now stands as the best constructed, the best equipped, the best administered, and the best esteemed in the United States. I may now venture to make a brief reference to the marvelous development of the railway system of the country. In 1852 there were ten thousand nine hundred miles of railroads constructed. On January 1st, 1895, the total mileage in the United States was one hundred and seventy-nine thousand two hundred and seventy-nine miles. In 1840 the aggregate length of railroads in Pennsylvania was nine hundred and fifty-three miles. On January 1st, 1895, the mileage in Pennsylvania was ninety-five hundred and eleven miles. The improvements made in railway construction, in locomotive engines, in car equipments, in the application of electricity for signaling and for the transmission of orders, the construction of buildings for terminal facilities, repair shops, &c., would be represented by expenditures in money increasing in proportion to the mileage extended.

"When I go back to my recollection of what the means of transportation were in my boyhood, and compare the old Conestoga

wagon of Pennsylvania and the changes wrought by the construction of turnpike roads and canals with what I am now familiar, in a fully laden freight train on a railroad, you may form some conception of how thankful I feel for being permitted to live and to be able to record, even in an imperfect way, such marvelous and beneficial improvements. The statesmen, agriculturists, manufacturers, merchants, mechanics, day laborers, the matrons and maidens of our country have all contributed to make us what we are and to give an earnest idea of what we are to be."

Very truly yours,

FREDERICK FRALEY.

Upon the completion of the reading of Mr. Fraley's letter Mr. Roberts read a telegram from Hon. W. L. Strong, Mayor of New York, announcing that he was unavoidably prevented from being present by pressing engagements. The telegram concluded as follows:—

"I congratulate the present management of the Pennsylvania Railroad Company in commemorating their fiftieth anniversary, and in honoring the men who originally conceived the idea of binding together with iron bands the great States of Pennsylvania, New Jersey, Ohio, Indiana, and Illinois, and controlling the commerce and trade of that vast empire."

The next speaker was Mr. J. Twing Brooks, Second Vice-President of the Pennsylvania Company, which operates the Pennsylvania Railroad Company's lines west of Pittsburgh. Mr. Roberts, in presenting him, spoke of him as one who had served the corporation long and faithfully, as his father had before him. Mr. Brooks gracefully acknowledged the compliment and then proceeded to deliver an eloquent and scholarly address:—

#### MR. BROOKS' ADDRESS.

"The employees of the Pennsylvania Railroad Company are gratified to know that the work in which they are engaged is of such public interest as to draw together this magnificent assemblage. We are honored with the presence of the Chief Magistrate of the Commonwealth and representatives from its chief cities—

Philadelphia and Pittsburg. We are happy to have been able to allure for a short season from his clients and briefs the most eminent lawyer and most graceful orator in the Republic. It is also fitting that at this period of our history we should give some account of the manner in which we have performed the corporate trusts and responsibilities which were conferred upon us by the people of Pennsylvania half a century ago.

"The growth of our nation during the last fifty years has been marvelous. The Pennsylvania Railroad Company has been one of the instrumentalities of that growth, and has partaken of it. It was created, not according to the fashion of modern times, as a scheme for selling bonds and stocks, in order that its projectors might be made rich, but because a railroad was imperatively needed to meet the wants of the people of the State. Being thus established as a public necessity and with an honest purpose, it was endowed at its birth with the surest elements of prosperity and long life.

"Prior to 1846 Pennsylvania had long been wrestling with the problem of transportation. The same was true in other States to the north and south. At the close of the Revolutionary War the American colonies consisted of about four million people scattered along the Atlantic coast line. Baltimore was a frontier city. Behind the line of border villages and settlements were dense forests reaching westward to unknown limits. Here and there these forests were dotted by French and English military and trading posts, around which, in course of time, emigrants had settled.

"The colonies had gained commercial as well as political independence as a result of the war, and were no longer paralyzed by the restrictions which had been imposed by England's colonial policy. In short, they were permitted to manufacture. At the same time the colonies, before they had created our present form of government, ceded to the confederacy their rights in the Northwestern Territory, and the great domain now known as Ohio, Indiana, Michigan, Illinois, and Wisconsin was open to settlement by pioneers from all parts of the world. Moravian missionaries penetrated the interior; Revolutionary soldiers went West with their land warrants; French Huguenots, anticipating the dawning horrors of the French Revolution; English and French land companies intent upon fortune; Connecticut colonists, bravest and best of the State, all worked their way into the

valleys and forests of the West. Then followed in quick succession the admission into the Union of the five great States which I have named; and in the midst of this transformation, Louisiana, reaching from New Orleans to the Canadian line, and from the Mississippi westward to the Pacific, was added to the Union. In due season the rich deposits of iron and copper ore were discovered at the head of Lake Superior.

"The causes which led to the early settlement of the Western Middle States, between the Ohio River and the Great Lakes, extended their influence to the Pacific coast. Farms have been settled, towns and cities built, mines opened, manufactories established, while emigration, in a vast and ceaseless tide, has poured in to swell the ranks of population and provide the labor needed to sustain the national growth.

"The rich prairies west of the Mississippi River have drawn to their embrace the industrious and enterprising people of every State in America and Europe. They have produced meat and grain for the world; what they have not been able to produce for themselves they have been able to buy. Additional impulse was given to this Westward movement by the discovery of the precious metals, in inexhaustible quantity, in the Western Territories—and Colorado, Nevada, Idaho, Washington, and California have attracted people of every race and name. From the close of the Revolutionary War to the present hour sagacious men have been devising means of transportation to meet the demands of the growing nation.

"At the close of the last century pack horses, in single file, carried Eastern fabrics from Philadelphia to Pittsburg, and returned with hardware, iron, and glass. They carried shell corn for the horses, and parched corn and jerked bear's meat for the drivers, for there were neither towns nor taverns on the way. Whisky was a legal tender at a shilling a gallon, and no one complained that the currency was debased or scarce.

"Conestoga wagons had done good work during the Revolutionary War, as a kind of army conveyance. It was now proposed to use them as vehicles of commerce. Of course, the owners of pack horses objected, but to no purpose; the wagons came and the pack horses disappeared. As early as 1790 ten thousand Conestoga wagons were needed for the traffic of Philadelphia.

"But heavy wagons need hard roads; so in 1792 a charter was obtained to build a turnpike from Philadelphia to Lancaster. Of course, the truck patchers of Philadelphia did all in their power to prevent the granting of the charter. They protested that potatoes and cabbages raised on the farms near Lancaster would undersell potatoes and cabbages raised in Philadelphia, and they were right. But trade with the West was deemed of greater importance than beets and cabbages raised on Tenth and Twelfth Streets, and the Philadelphia truck patches had to be sold for town lots at one and two thousand dollars apiece.

"As early as 1786 a fortnightly stage route was established between Philadelphia and Pittsburg, and in 1804 a regular daily line was created; time between the two cities, seven days; fare, twenty dollars; meals, eight dollars and twenty-one cents. In 1807 a company was formed to build an 'artificial' road to Harrisburg; that word artificial had an ominous sound to the owners of stage coaches and Conestoga wagons.

"In 1809 a civil engineer of Pennsylvania had discovered an important fact, viz., that a heavily-loaded wagon could be moved more easily on a hard substance like wood than through a soft substance like mud, and he proved it by laying a few hundred feet of parallel wooden stringers, 4 by 4 and four feet apart, binding them together with ties eight feet apart, and hauling over the track thus built a heavier load of freight than could be hauled through the dirt beside it. The invention amounted to little; but it showed that the idea of a railroad was in the family; for his name was Thomson, and fifty years later his son, J. Edgar Thomson, was constructing in Pennsylvania a railroad on a very large scale.

"Time does not permit me to speak in detail of the history of legislation in Pennsylvania, from 1810 to 1846, in aid of better means of transportation. During these years Virginia, Maryland, Pennsylvania, and New York were running a giant race with each other to reach the coveted markets of the Great West. Baltimore, Philadelphia, New York, and Boston were competitors for the prize. In those years the people still held to the tradition of monarchical states, that the Government is the fountain of all patronage and should assume the cost of internal improvements. In this belief the Chesapeake and Ohio Canal, the Baltimore and Ohio Railroad, in



J. TWING BROOKS, OF PITTSBURG,  
*Second Vice-President Pennsylvania Company.*

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part, the canal system of Pennsylvania, and the Erie Canal in New York were begun.

"The Chesapeake and Ohio Canal became a total failure; individual and municipal aid carried the Baltimore and Ohio Railroad through to success; the Pennsylvania Canal system became an incubus to the State, and the Erie Canal, though still a mighty factor in the Empire State, was paralleled by the New York Central Railroad in a few years after its completion.

"The engineering difficulties in Pennsylvania drove its people to a mixed system of railroad and canal transportation until the year 1845. In that year Philadelphia had a zigzag water and rail connection with Pittsburg, and the State of Pennsylvania had a debt of about \$40,000,000, incurred mainly in constructing and maintaining it. The canal was frozen in cold weather, and it was continually in need of expensive repairs. Philadelphia merchants were behind their rivals in Baltimore and New York, and the people of the State were weary of the constantly increasing burden of their debt. In this posture of affairs the business men of Philadelphia determined to have continuous railroad communication with the West; they also determined to provide it for themselves.

"On the evening of December 10th, 1845, they met in the lower saloon of the Chinese Museum building, at the corner of Ninth and George Streets, and voted that they would have a railroad; they appointed a committee to prepare and submit a memorial to the General Assembly for a charter. The committee performed its work, the charter was granted and the work begun. This charter was approved April 13th, 1846, fifty years ago to-day. Eight days later the ancient and ever-present rival, the Baltimore and Ohio Railroad Company, obtained from the same source a charter to build a railroad from Cumberland to Pittsburg.

"It is not worth while on an occasion like this to dwell on minor details of construction and development; those features in one department and another of railway administration are in a state of constant change, and so far as the Pennsylvania Railroad system is concerned, those changes were never in more active operation than now. The construction of the Pennsylvania Railroad, though begun in 1846, is not yet finished. Inclined planes over the mountains were dispensed with over thirty years ago; great curvatures in the track are

being reduced, or wholly obliterated, in the present year, 1896. It will be more interesting to trace the development of the system beyond the termini originally intended, and the causes which have led to its expansion into distant States, for the Pennsylvania Railroad Company has ceased to be exclusively an institution of the State of Pennsylvania. It has become a national institution of overshadowing importance.

"From the moment of its creation to the present hour necessity has imposed upon the Pennsylvania Railroad Company three distinct phases of policy: First, original construction; second, acquisition of new lines by purchase or lease; third, consolidation and reorganization of acquired lines. The primary object of its existence was to secure commercial advantages to Philadelphia and a development of the resources of Pennsylvania. While this object has been kept steadily in view, the policy of its management has led to investments which have no reference to the commerce of Philadelphia nor to the resources of Pennsylvania. Directly or indirectly, however, these investments contribute to the traffic or income of the parent company. Markets within and without the State are desired for the cereals, ores, and other products of Pennsylvania. The same is true in reference to the products of mines and manufactures in other States wherein subsidiary lines are situated. The inevitable result is that in certain cases the company is in competition with itself, or it hauls traffic of the same kind for rival customers in opposite directions at the same time, or it engages in traffic that is in direct competition with Philadelphia, and apparently in opposition to the interests of Pennsylvania.

"It is sufficient explanation of these oddities in transportation to say that in every instance other companies would do the work if the Pennsylvania Railroad Company did not do it, and in every instance the income of the Pennsylvania Railroad Company is increased. For the purpose of developing business or providing a market, branch lines are constructed in every direction and to every point where construction promises satisfactory results in Pennsylvania and elsewhere. If corporations already in control do not furnish corporate power for these enterprises, new corporations are created for that purpose.

"The number of corporations now organized and in operation, which are controlled by the Pennsylvania Railroad Company and essential to the conduct of its business, is one hundred and seventy-seven.





C. STUART PATTERSON.

CHAS. E. PUGH, *Third Vice-Pres't.*  
 JOHN P. GREEN, *Second Vice-Pres't.*

GEORGE WOOD.

D. S. NEWHALL, *Asst. Secretary.*

J. C. SIMS, *Secretary.*

GEORGE B. ROBERTS, *President.*

FRANK THOMSON, *First Vice-Pres't.*

ALEX. M. FOX, B. B. COMEGYS,  
 HENRY D. WELSH.

[Messrs. WILLIAM L. ELKINS, A. J. CASSATT, WILLIAM H. BARNES, and AMOS R. LITTLE, absent.]

DIRECTORS' MEETING, BOARD ROOM, GENERAL OFFICE,  
 MARCH 25TH, 1896.

"The Managers of the Pennsylvania Railroad Company early appreciated the value of traffic that was destined to arise in States west of the borders of Pennsylvania. They had hardly entered upon the construction of its line between Philadelphia and Pittsburg, when they began to aid in the construction of lines west of Pittsburg. Chicago was at one gate of this Western Empire, St. Louis at the other.

"In 1848 citizens of Ohio, Indiana, and Illinois began the construction of what is now known as the Pittsburg, Fort Wayne and Chicago Railway. In 1849 the construction of lines from Pittsburg southwestwardly in the direction of St. Louis was begun. The Pennsylvania Railroad Company aided both enterprises, and now controls both in perpetuity. The network of railways west of Pittsburg now in control of the Pennsylvania Railroad Company has been built, link at a time, during nearly fifty years, for the sole purpose of strengthening the through line to Chicago or the through line to St. Louis, and thereby increase the revenue of the parent company. An important element of this traffic is that which passes between Lake Superior ports and ports on the south shore of Lake Erie, which has made necessary the construction of large dock facilities at the termination of the Pennsylvania Company lines at Erie, Ashtabula, Cleveland, and Toledo.

"Like conditions have imposed upon the Pennsylvania Railroad Company a like policy east of Philadelphia, as a constantly growing export trade in cotton, grain, and provisions, drawn from the interior of the country, which is reached by lines of that company; the growing disposition of the people of the same section for seaside resorts and foreign travel made it highly important that the company should have its own lines to the Atlantic coast, and control its own terminal facilities in New York Harbor. This result was obtained by the acquisition of the properties known as the United New Jersey Railroad and Canal Company, and the construction of other lines to various points on the New Jersey coast.

"The aid which has been given to the American and International Steamship Lines is an inseparable feature of the same policy of developing European traffic and finding a market for American products. As a result of the policy which has been thus pursued the Pennsylvania Railroad Company is firmly planted in Wheeling,

Marietta, Columbus, Cincinnati, Indianapolis, Louisville, St. Louis, Keokuk, Peoria, Chicago, Mackinaw, Toledo, Cleveland, Ashtabula, Erie, New York, Baltimore, and Washington, and its nine thousand miles of railway, situated in fourteen different States, reach nearly every desirable point in that territory.

"An imperious necessity imposed upon the company the acquisition of the greater part of these auxiliary lines. Active rivals, to the north and south, would otherwise have secured them and diverted their traffic to their own systems. The judgment of the Managers in carrying out this policy has seldom erred. In one or two instances they have grasped the fruit eagerly and they have had to wait until the fruit ripened. I cannot recall an instance when they arrived too late and saw the coveted prize pass to a rival's hands. In this process of imperial federation it was inevitable that some heart-burning should occur. Railway names which flattered the pride of cities have been erased, minor organizations have been obliterated, local magnates have been dispensed with. A heavy task of foreclosure, reorganization, and consolidation has been necessary. The hopes of speculators and of stockholders have been often disappointed, for the policy of the company is inexorable in this: first, that so far as human wisdom can provide, safety to employees and the public shall be secured, regardless of cost; second, that dividends are to be paid only when earned—money is never borrowed nor is the future trusted for a present dividend.

"The strength of the company to-day rests on the following foundations: Its financial credit, based upon its large income and conservative financial policy; the location of its lines in the principal trade centres of the country; that the principal officers devote their lives exclusively to its business, and engage in no undertakings outside, and act in entire harmony with each other; the loyalty of its employees, who are encouraged and protected by a sure system of promotion, by wages that are never reduced till every other means of retrenchment is exhausted, and by a relief department which gives them a pension when disabled or retired from old age, and provision for their families after death; finally, by an *esprit de corps* which seems to animate every employee to discharge his duty in the most perfect manner, and continue the high reputation of the company in every department of its service. In a total cash collection in 1895 of nearly

one hundred and sixty millions of dollars, not one cent was lost by embezzlement.

"In the creative period of the company's history its President was J. Edgar Thomson. He was a civil engineer of the highest excellence, sound in judgment, ripe in experience. A man of much thought and few words, he stamped his strong character indelibly on the system to which he gave the best years of his life, and his memory is revered by his associates who still survive him.

"The administration of President Thomas A. Scott began in May, 1874, and ended a few months before his untimely death in 1881. He was gifted with powers of mind which were rare among millions. He had swift and clear perception, a comprehension which grasped at once the whole and all the details of a complicated question, an imagination which reveled in splendid visions, a judgment which restrained him from all visionary schemes. To these marvelous traits he added a resolution that was prompt in conception and indefatigable in action.

"His memory was faultless, his manners gentle, and his disposition lovable in the extreme. Before attaining to the Presidency he had filled many subordinate positions in the company's service, and his genius had begun to impress itself upon the administration of its affairs while he was yet Vice-President. He saw at a glance the varied currents of business and the strategic points of trade in every part of the continent. It was during the years of his vigor that the Pennsylvania system expanded to its imperial limits. His name was a household word. In his death friend and foe, rival and associate, the strong and the weak, sustained a common grief, and the world was lonesome when he left it. In a warlike age he would have ranked with Alexander and Cæsar; though of less renown and of happier fate, he is best compared with the hero of Austerlitz and the martyr of St. Helena.

"Under the present administration, which began June 8th, 1880, the Pennsylvania system has steadily and wisely expanded, and the process of interior development has received the most careful study. The property has been enriched by the acquisition of some of its most valuable auxiliaries; its terminals in large cities have grown to commanding proportions; the highest stage of development in every branch of the service has been reached; dismembered lines of railway have been consolidated; leased lines have been purchased; mortgages

have been paid; rates of interest reduced. During this period the business of the system has grown to the following proportions:—

Number of passengers carried in one year . . . . .	75,000,000
Tons of freight hauled . . . . .	160,000,000
Taxes paid in fourteen different States, about . . . . .	\$3,000,000
The number of employees now in the service is about . . . . .	95,000
The invested capital, which looks to it for interest and dividends, about . . . . .	\$900,000,000

“It will not be presumed that all the enumerated acts of administration have been performed by one man, nor, on the other hand, by various executive officers acting independently of each other, and without a common impulse. No organization, however complete, no policy of administration, however perfect, could secure the best results for an empire like the Pennsylvania Railroad Company unless it were controlled by a single spirit, who combined in himself the attributes of supreme rectitude, supreme sense of justice, supreme modesty, complete knowledge of the company's affairs, and the devotion of his entire life to its interests. Such a spirit has for sixteen years last past directed the destinies of the Pennsylvania Railroad Company. ‘Peace hath her victories no less renowned than war.’ My tongue refuses to be silent until I have named him in your presence and offered him the tribute of respectful and affectionate regard from all his associates—President George B. Roberts.

“There is a roll of honor which must be called before this tale is told. It bears the names of those who in recent and earlier days have been removed by death from their associates, who, as officers or Directors, helped to build the institution we celebrate to-day. Men of the highest excellence in their profession, honored for their ability, esteemed for their virtue: Edmund Smith, J. N. DuBarry, Strickland Kneass, Herman J. Lombaert, J. N. McCullough, William Thaw, Thomas D. Messler, John H. Hampton, Theodore Cuyler, Josiah Bacon, Samuel Felton, John Price Wetherill, Henry M. Phillips, D. B. Cummins, Wistar Morris, Henry B. Houston. Their words and their deeds live after them. Sweet and precious is the fragrance of their memory.

“The Commonwealth of Pennsylvania has been gracious to its servant, and from time to time has bestowed upon it new powers and franchises to enable it to meet new conditions and maintain







JOSEPH H. CHOATE, OF NEW YORK.

its place in the front rank of American railways. Long may the people of Pennsylvania continue to give to the Pennsylvania Railroad Company their generous confidence; may the officers and employees of that company continue to deserve that confidence forever."

In introducing the next speaker Mr. Roberts said:—

"This celebration would not be complete if we did not have a representative from the great State of New York. While Pennsylvania is the greatest manufacturing State of the Union, we cannot help but recognize that New York is its great commercial centre, something for the nation to be proud of. It is an empire within itself, and it is a city now approaching the first city in the world, and will surely outstrip all the other cities in the world long before we reach the next half century of our existence, if we reach that. I take pleasure in introducing Mr. Joseph H. Choate, who will represent for us the City of New York and its commerce."

#### MR. CHOATE'S ADDRESS.

"Fear not, my brethren and my sisters, I am only going to pronounce the benediction. I have no facts to tell you, not a single statistic—if that exists in the singular number—nor a single figure. You will be glad to know that I am not a well-informed man in railroad affairs. You will also be pleased to learn that the address which I had prepared with great care for this occasion I have delivered to the reporters, because everything in it had been abstracted by the preceding speakers, among whom I have also divided the little time that was allotted to me. I asked President Roberts before we came into this building to consult his time-table and tell me how long these exercises would last. Well, he said we shall all be short, and under no circumstances will the meeting be permitted to last more than two hours. Well, we know that the Pennsylvania Railroad never runs behind time. However, the emergency in which I am placed will compel me to punish you for a few moments, but I promise not to detain you as long as the management of this railroad did me the other day, and for a punctual, prompt, momentary road I think the story will meet with your approval. I set out from Washington on their famous four o'clock

train, known as the Congressional Limited, for New York, and on the way in the dining car I met the wife of one of the great statesmen of the land. She was going to New York; she was alone and I was alone. I said, 'Well, madam, do you think it is quite safe for you to travel alone to New York so late in the afternoon?' 'Oh, yes,' said she. 'We are on the Pennsylvania Road, and nothing ever happens on the Pennsylvania.' Well, I congratulated her, and by and by the train stopped the other side of Baltimore. It turned out that we had a hot box and arrived in Baltimore two hours behind time. Well, we started in again from Baltimore, and before we got to Philadelphia there was another hot box, and we got here about four hours behind time; and then, before we reached Jersey City, a cylinder head blew out. I occasionally visited her and condoled with her, and I said, 'You see something does sometimes happen.' When we got to Jersey City I said, 'Well, madam, how are you going to get up town?' She said, 'I shall take a cab.' When we got over the river on the New York side she came to me in great dismay and said, 'They don't provide cabs here after midnight.' I said, 'Madam, what are you going to do about it?' She replied, 'I am going to throw myself upon you.' Well, I landed her at her hotel in the upper part of the city at half-past one in the morning, and we have never met since without saying, 'What jolly fellows those Managers of the Pennsylvania Railroad were to give us such a nice long evening together.'

"Another reason why I do not wish to speak to-night much further is that I have consulted the Mayor of Philadelphia as to the dinner hour here, and he has given me an hour which, to my metropolitan ear, shall I say, sounded fearfully early, and I have learned in my profession never to speak to a hungry audience. Pope says:—

" ' The hungry judges soon the sentence sign,  
And wretches hang that jury-men may dine.'

"Now, I do not wish to trust the voracious appetite of all Philadelphians. As I have said, I have no facts or statistics, but I have one figure, and I will give it to you for the lesson that is carried with it. Mr. Frank Thomson, who I believe has something to do with the Pennsylvania Railroad, very liberally sent me a lot of these figures

as the staple of my subject; but I find that he has given the same to all of the gentlemen who have preceded me. However, there is one that has not yet been mentioned. He said that if the wealth invested in this enterprise were to be converted into silver dollars it would form a double line of those somewhat doubtful coins eight thousand miles in length. Well, I confess that frightened me, for I thought Mr. Thomson was going in for free coinage. Nothing less could supply such a procession of silver dollars as that. But I would like to have him tell me how many thousand miles of double gold eagles it would take to convert the property of this company into miles of gold, for I tell you, shareholders, with whom I am having this frank and confidential talk, that if ever your investment is converted into anything less stable than the double gold eagle, your securities and stock will shrivel like parched scrolls.

"I never felt so poor as I do at this moment. I never was before such a rich audience as this; I believe the President said about eight hundred and forty-three millions of dollars, and all owned within the walls of this house. I think that meekness must be the prevailing character of Pennsylvania shareholders. 'Blessed are the meek, for they shall inherit the earth.' I take it for granted, after what I have heard here to-night, that the Pennsylvania Railroad Company is the model railroad company of the world. But I beg you to consider, ladies and gentlemen, owners of these shares, what would happen if every other corporation in the land after the first fifty years of its existence could come before its stockholders, face to face, and give as good an account of its stewardship as these gentlemen have done to-day. What would there be left in the world for those of us unfortunates who are not stockholders in any railroad? Why, all the gold and all the silver and all the iron and all the copper that ever was dug from the bowels of the earth, all the structures that have ever been erected on its surface, would not satisfy or furnish figures sufficient to meet the accumulated wealth of all the railroad companies if they were like the Pennsylvania.

"It is a great treat to any one born north of here to come once in a great while to Pennsylvania. I was going to say something serious, and I think I will. I wish to remind you of a great event that occurred here, second only in importance to the semi-centennial

of the Pennsylvania Railroad, when the great men of the land met here to lay the foundations of this Union, and to form that Federal Constitution under which they proposed to seek the blessings of liberty for themselves and their children. Every loyal American has read the description of the closing day of that Convention. When the immortal Constitution was completed and Hamilton with his own hand had inscribed the names of the twelve States upon its last page, and all the signers had affixed their names, Franklin, looking at the sun that was emblazoned on the back of the President's chair in which Washington sat, said: 'In the vicissitudes of these debates I have often wondered whether it was a setting or a rising sun, but now I know that it is a rising sun.' But if Washington and Franklin, the wisest sages of those days, had been asked to explain how it was that that Constitution which they were framing for a little community of three millions of people, inhabiting about a hundred miles wide of sea coast, representing thirteen little and feeble States, should grow with the growth of the nation as the hide grows with the animal, so as to be sufficient, not for thirteen States only, but for forty-five, and should hold together and govern with more than human wisdom a continent stretching three thousand miles from ocean to ocean, and fourteen hundred miles from the Lakes to the Gulf, even their sanguine hopes would have hardly availed them to answer that question. If they had been told that by and by, in the ordinary conduct of the affairs of the government they were founding, it would be necessary to issue orders from Washington for immediate obedience and action on the Pacific Coast, or even to move a hundred thousand troops in three days from the Lakes to the defense of the beleaguered capital, I fear that even they would have trembled at the audacity of that great experiment. Franklin had moved in vain in the Convention that its daily sessions be opened by prayer. 'The longer I live,' he said, 'the more convincing proofs I see that God governs in the affairs of men. I firmly believe that except the Lord build the house they labor in vain that build it.' He certainly knew all that was worth knowing; all that steam, all that electricity had revealed up to that time was as familiar to him as household words. 'He had snatched the lightning from the clouds and the sceptre from tyrants,' and yet he never dreamed how God and nature were working for the great experiment which he and his associates were then





JNO P GREEN



FRANK THOMSON



CHASE PUGH



W S PATTERSON



HENRY D WILSON



M P SHORTRIDGE



W E ELLINGS



W J CASGATE



ALEXANDER H FOSS



GEO B ROBERTS



ALEXANDER BIDDLE



J. B. CONBOY



C A GRISCOM



AMOS R LITTLE



D S NEWHALL



GEORGE WOOD



SIMS

BOARD OF DIRECTORS  
PENNA RR CO  
1896



D S NEWHALL



trying. Why, it was in the following year that he wrote to his friend, Mr. LeRoy, from Philadelphia: 'There is no philosophical news here except that a little boat, without sails or oars, is stemming the current of our river by aid of steam, and possibly if the machinery can be simplified and the expense reduced it may come to something some day or other.'

"I am getting a little too historical, but I should hardly stand here to-night as a representative of the State of New York if I did not say something about DeWitt Clinton. You know that when the Erie Canal was finished the people of New York thought the world was finished. There had been all these struggles in the wilderness for transportation. When the people first got beyond the Alleghenies every student of American history knows that there was no reasonable prospect of holding them together as one nation with those on this side of the mountains. Well, then, they set to work with their canals all over the country, and they built I do not know how many thousand miles of canals and expended any number of millions of dollars, and imagined the vain thing, that that was the end of the world; that the lakes were wedded to the ocean, the East to the West. It was on a day in October, 1825, that DeWitt Clinton, then Governor of the State of New York, to whose prowess and energy that great enterprise of the Erie Canal was mainly due, started in the canal boat 'Seneca Chief' from Lake Erie to make his voyage through the canal to New York. He was followed by a number of other canal boats, containing other distinguished citizens, and one which was filled with wild birds and beasts of the forest, to indicate the final triumph of man over nature. As the boat entered the water of the canal a volley of artillery gave notice to a distant battery, and that to another, and so on along the banks of the canal down to the ocean, so that the news of the event was carried to the city of New York in eighty minutes, the best telegraph time made up to that date. Clinton and his party arrived in the harbor of New York at the end of nine days, and there he poured into the Atlantic a silver keg of the waters of Lake Erie, to symbolize the final accomplishment of locomotion in America and the wedding of the lakes with the ocean.

"That very summer Webster, in the presence of Lafayette and the surviving veterans of the battle, was laying the corner stone of

the Bunker Hill Monument, and a railway of four miles, the longest, if not the first, in actual use in America, was being laid to transport the granite for that historic structure from the quarries in Quincy.

"But very soon the locomotive had come, and had come to stay, not the giant monster of to-day, which rushes across the continent at fifty miles an hour bearing those mighty trains of merchandise and men, who fly over the face of the earth in the endless pursuit of health, wealth, and happiness, but a tiny machine warranted by the maker not to weigh over three tons. But no material work of man comes to perfection in one day or in one generation, and the genius and labors of Stephenson and Fulton and Fitch, as well as the contributions of every subsequent inventor, have entered into and helped to bring about those mightiest results of modern mechanism—the locomotive and the ocean steamship of to-day.

"It was to be twenty years yet before the Pennsylvania Company was chartered, but in that short interval enough had been accomplished in the development of the art of railroad building and operation, to make possible the huge and rapid strides of this great corporation and its wonderful triumphs of which you are all so proud; but with all that, the whole Union could only boast of less than five thousand miles of completed road out of the one hundred and fifty thousand miles which exist to-day.

"We are apt to speak and think of the fine arts as an employment of the human faculties wholly distinct from the mechanic arts, and as somehow more exalted and sublime, as though any picture ever painted, or any sculpture ever carved, or any building ever erected, could involve more subtle and varied exercise of the human faculties than is displayed in the construction of the last results of modern mechanism. But it does so happen that we are indebted to a miniature painter and to a portrait painter for the earliest development on this continent of the great means of human intercourse, which next to speech itself have been the great factors in modern civilization. When Robert Fulton came to Philadelphia from the little village in Lancaster County which now bears his name, he painted miniatures and landscapes for a living, and numbered Franklin among his friends and patrons, and then, at the age of twenty-one, he went to London and studied art under Benjamin West. It was in fact by means of this artistic employment that he

came into contact with the great English inventors who stimulated his interest in mechanics, and led at last to his experiment in the use of steam in navigation, culminating, when he was already past forty, in the building of the 'Clermont,' which first navigated the Hudson from New York to Albany, making the one hundred and fifty miles in thirty-two hours.

"It was, however, as I think, the great felicity of the Pennsylvania Railroad Company that the commencement of its career was almost exactly simultaneous with the unparalleled achievement of another artist, who had also found in Benjamin West a patron and a teacher, and who had won great fame by his portraits both at home and abroad before he studied the electric current and founded the American telegraph. It was in May, 1844, that Morse, after struggles with poverty in pursuit of his darling idea, which would have daunted anybody but an inventor, sent the first message through the lines from Washington to Baltimore, in those touching words which Franklin himself might have suggested, 'What hath God wrought!' From that day to this the railroad and the telegraph have gone hand in hand in their great work of development and civilization, and certainly no great railroad could be successfully operated without the telegraph; and so I say that we must give Professor Morse a great share of the triumphs which we celebrate here to-day.

"And now we may look back through fifty years and ask what has this great railroad done, and for whom has it done it? Doubtless it has done a great deal for the stockholders. This sea of upturned faces, all happy and contented, proves that. But that is a small matter. The builders of a great railroad build not for themselves, not for their own day or their own generation, but for the country, for mankind, for future ages. They build, if they build well, for civilization. What civilization is no man has ever succeeded in defining. It moves like the horizon before the advance of the race. But whatever tends to reclaim mankind from rudeness and hardship and ignorance tends to it. Whatever promotes the general welfare advances it. Whatever works for the greatest good of the greatest number secures it.

"You would hardly think that I was doing justice to my nativity as a New Englander unless I quoted Emerson. I believe you

are a people of so much leisure in Philadelphia, and time hangs so heavily on your hands that there are ten times as many people here that read Emerson as there are in New York, so you will recognize the quotation. He says: 'Now that is the wisdom of a man, in every instance of his labor, to hitch his wagon to a star and see his chores done by the gods themselves. That is the way we are strong by borrowing the might of the elements. The forces of steam, gravity, galvanism, light, magnets, wind, fire serve us day by day and cost us nothing.' Now that is just exactly what happened in this case. When the Pennsylvania Railroad Company was started Philadelphia hitched her wagon to a star, and ever since that she has been seeing the gods themselves do her chores.

"The great poet has said that 'one touch of nature makes the whole world kin.' It is this very touch of steam and electricity that binds together in harmonious union the people not of this continent alone, but of all the continents with whom we daily communicate. It is the great peacemaker, and as long as this harmonious, intimate, sympathetic communication lasts, so long peace at home and abroad, the greatest interest of every people under the face of the sun, will last.

"Some of you are old enough to remember how you lived in Philadelphia fifty years ago, when you heard from New York or Washington about once in a day or two. You heard from Europe once in two or three weeks; from the Antipodes four or five times a year, and from the Western confines beyond the Rocky Mountains almost never. But now every family in the land comes down to the breakfast table and takes a bird's-eye view of the whole globe. They learn what has been happening while they were slumbering in London, in Venezuela, or in Japan, and if the tidings come that a little group of women have been massacred by the Turks a thrill of horror runs through the land. If they learn that the long-lost boundary of Venezuela has been discovered they collapse with delight and with joy. If they hear that our excellent President has given a little extra twist to the tail of the British lion, why the roar of that amiable beast arouses them, and they cry with one voice, 'What is the matter with Grover?' If they hear that an American Ambassador has spoken too lightly at the banquet table, the wonder goes from the Bay of Fundy to the Gulf of Cali-





OFFICERS OF THE PENNSYLVANIA RAILROAD COMPANY, 1896.

fornia what they had to eat and drink that night. I am merely indicating in these forms the idea of that universal sympathy which makes this people one in feeling, one in purpose, one in destiny, and secures peace in all our borders and with all foreign lands. Administrations, congresses, statesmen, politicians may cry war! war! when there is and can be no war, but whoever, without just cause, would disturb this universal, national, and international harmony of mankind will be sure to receive in the end what he ought to have received at the beginning—the just condemnation of the people.

“In the Old World railroads follow the lines of settled population, but in America they lead the way and population follows and settles on their lines. This company has founded and built many cities and towns which have grown by its aid into great and powerful communities, towards which the talent and enterprise and courage of the country flock from all directions. It has brought all the necessities, all the comforts, all the luxuries of life to those who dwell upon its borders. It has converted travel from a toil and a hardship to a delight and a recreation. All the arts of peace have flourished and thriven in its path. It has been the daily and hourly carrier of news, of knowledge, of art, of culture, and of everything that tends to adorn and enlighten human life. It has brought the scattered people of thirteen separate States into close and sympathetic harmony. To men struggling for hard subsistence with the untamed forces of nature it has brought relief and encouragement; to women bearing the heavy burdens of life in the wilderness it has brought hope and comfort, and has distinctly elevated and helped to enfranchise them. For the farmer's boy, who before had no outlook beyond the boundaries of his father's little farm, it has opened the world to his courage and enterprise. It has been distinctly the preserver of peace and of union, and when the rude assaults of war threatened the national capital it brought to its support hundreds of thousands of gallant defenders. The vital importance of the great network of railroads which cover the country and of which the Pennsylvania is a distinguished part, in holding the people together as one people in interest, in sentiment, in purpose, and in destiny, cannot be overstated.

“It is not too much also to say that a great company like this has distinctly improved and elevated the character and customs of

the people of the country. Where fifty years ago a few meagre cabins huddled together indicated the future location of a rising city, you now find churches, dwellings, schools, public buildings, rivaling in beauty and stability the oldest cities of the Continent, in which art, education, culture, morality, law, all flourish as in the most ancient municipalities.

“The interchange of thoughts, of hopes, of aspirations, of ambitions is absolutely universal wherever the railroads of the country reach. Trade, manufactures, science, education, health, law, and every vocation that enters into the service of mankind each finds the annual gathering of its votaries assembled from every State in the Union at some common point at a fixed season of the year, to exchange ideas and knowledge and carry back to their homes from whence they came the best that has yet been done or thought of in their respective callings. If the railroads did nothing in the year but to bring the teachers of the children of America together from all the districts of the Union to learn how to teach, to assimilate, and appropriate, each for himself, the best results of the most modern systems, they would have done enough to earn the gratitude of mankind, and so it has come about that when you look for the most efficient, the most practical, the most successful system of common school education, which is the foundation of our national liberty and life, you go no longer to Massachusetts or to Pennsylvania or to New York, but to States unborn when this railroad was organized.

“This generation has heard much, and I think far too much, of indiscriminate abuse of great corporations, great railroad companies, great combinations of capital and enterprise and power, which, after all, are the only known instruments by which vast undertakings like the subjugation of the American Continent, and filling it with cities and towns for the habitations of men, carrying to them what they need and what they wish, bridging the great rivers, tunneling the great ranges of mountains, opening to cultivation millions of square miles of land, and the other great material enterprises that have constituted the growth of America, can be accomplished. No doubt fault, oppression, wrongdoing have accompanied the exercise of some of these vast accumulations of wealth and of power, and in the public judgment the innocent have suffered with the guilty.



“ But in the main these great railroad enterprises have demonstrated, and in particular this company in its history has illustrated the fact, that the true interest of the railroads and of the people are one and identical, and that neither can suffer in trade, in business, in prosperity, in ability, but the other will suffer with it. Who are the most numerous body interested in the continued prosperity and success of the Pennsylvania Railroad? Is it the thirty thousand stockholders who draw from its treasury the modest dividends which it regularly dispenses, or the five hundred thousand men, women, and children working out its duties and its destinies, who draw from the same treasury every year these sixty millions of dollars, whose wages never fail, though dividends may be an unknown quantity? The prosperity brought to the stockholders in dividends is nothing compared with the comfort and the actual wealth which is brought directly and indirectly to the vast community of free and faithful laborers along its lines. And as the interests of the railroad and those who labor to support it are inseparable, so should be their mutual respect and confidence each in the other. We have heard and always are hearing of the struggles of legislative bodies with railroad corporations. Until this mutual interest is better understood we shall still continue to hear of it, but for one I believe that although this contest may be perpetual, it will tend to a better understanding of the truth which I have endeavored to state. The railroads should be the servants and not the masters of the people. They are entitled to no liberty but such as is regulated by law, but there the limits should be only within just and proper bounds. An eminent authority on this subject, the late President of the Interstate Commerce Commission, quite as devoted a friend of the people as of the railroads, has expressed much better than I can do in a few words the idea which I wish to impress upon you and which I beg leave to read. Judge Cooley on this topic says: ‘ The railroad ought to be considered and ought to be made the convenience and admitted servant of the public, existing to do its will. But the public will that is to be served ought to be a just and reasonable will, and should demand nothing which the owners of railroad lines had no reason to anticipate when they invested their money in this species of property, and which they cannot therefore be said to have bargained for. To

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y the railroads reasonable compensation, to impair and cripple  
m by needless and vexatious legislation, to load them down  
h unreasonable burdens will appear as impolitic from the stand-  
nt of public interest as it would be for an employer to put his  
vant on short rations or to compel him to carry weight at his  
or.'

"Let me say one word of this new, brilliant, powerful, well-  
anized profession that has grown up in the last fifty years in the  
vice of the railroad to compete with the three learned professions  
t have held sway for centuries in Christendom. What a noble  
fession it is—what brains, what nerves, what courage, what in-  
igence, what integrity, what fidelity are demanded of it! They  
that the degradation of politics has driven our strong men from  
olic life. Why, the supply is always equal to the demand. There

brave men enough in Congress to do the talking there, but  
ile they are talking where are the men that are doing and act-  
; to make America what she is yet to be, the greatest nation on  
: face of the earth? Are they not these men who are harness-  
; the elements and driving and guiding them in the service of  
n? Are they not these who are ribbing this continent with  
s of iron and steel, that shall hold together the hearts of this  
enty millions of people till time shall be no more? Are they  
t these men who are entering into the bowels of the earth and  
awing out its resources, so as to make the United States what  
e must be sooner or later, and I say sooner, and the sooner the  
tter, absolutely independent of all the other nations of the earth?

when you want to get a head for one of these great corporate  
achines, what do you do? You don't hunt him out among col-  
ge graduates; you don't catch a bloated or a collapsed financier  
d make him at once the master of the science of transportation;  
u do not try to catch a great lawyer or a great orator, but you  
ok for the man who entered the service of the company as rod-  
an in 1851, and worked his way up through every step of service  
om the bottom to the top, who learned all the details of the busi-  
ss, so that he could see how everything was done and know  
ien it was done right, who learned all the secrets of your busi-  
ss and affairs, internal and external, and then after thirty years of  
ed and faithful service you make him your President, and you  
ve your absolute trust to him. (Applause.)

"There is no time now even to glance into the future or to guess what is to be the outcome of this boundless growth of material prosperity and power. But of one thing we may be certain, that so long as freedom and education shall go hand in hand it will not hurt us in the future any more than it has in the past, but will only help to develop the energies and the virtues of that composite man, the New American, upon whom the ultimate destinies of the nation depend."

The meeting then adjourned, the ceremonies of the day being concluded by a dinner given by the Board of Directors to President Roberts, at which the executive officers of the Pennsylvania Company and Mr. Choate were also present as the guests of the Board.







NOV 17 1927

